



# **USAREUR/7A OPTEMPO and PERSTEMPO Study**

**In-Progress Report (IPR 6)**

**Special Topic: The Influence of Leadership at the Local Level for  
Improving Soldier and Unit Readiness in a High OPTEMPO Environment**

**Prepared by the U.S. Army Medical Research Unit-Europe  
Walter Reed Army Institute of Research  
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## Purpose

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To address the diverse measures of OPTEMPO and identify the variables that provide evidence for the OPTEMPO-Readiness Link.



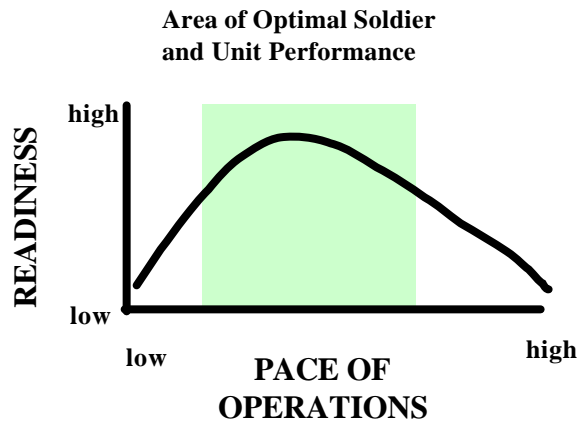
# Outline

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- OPTEMPO Readiness Model
- Research Design
- Unit Locations
- The OPTEMPO Environment
- Operationalizing the OPTEMPO Model
- Categories of Measures
- Stressor-Strain Model Applied to OPTEMPO
- Workload and Family Strain
- Training and Family Strain
- Deployments and Family Strain
- Training and Unit Readiness
- Information Flow as Moderator
- Meaningful Tasks as Moderator
- Moderating the Impact of Military Stressors
- Conclusions
- Point of Contact



# OPTEMPO Readiness Model



- The model predicts that pace of operations affects optimal soldier and unit performance. When the pace is either very high or very low soldier and unit readiness decline.

- The model consists of three major components: military deployments, training exercises, and garrison duties.

## Training

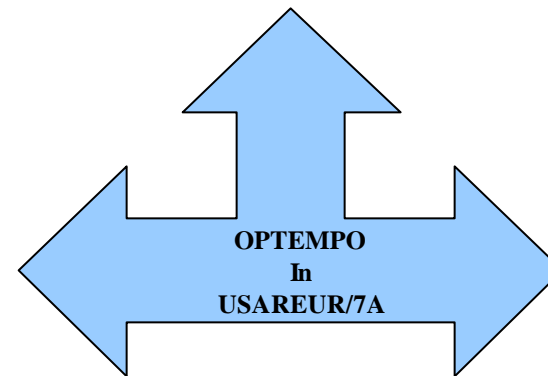
- Exercises
- Field exercises
- Schools
- Temporary Duty (TDY)

## Deployments

- Peacekeeping
- Humanitarian
- Combat

## Garrison

- Rear detachment
- Garrison support





## Research Design

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**Units** - Assessment involves 10 companies, both divisional and non-divisional units. There were two units each from:

- 1<sup>st</sup> AD
- 1<sup>st</sup> ID
- V Corps
- 21<sup>st</sup> Theater Support Command
- Southern European Task Force

**Longitudinal** - The same 10 companies are followed over a 2-year period (JUN 1999-JUN 2001). The goal is to assess each company in garrison, during training, and during deployment.

**Data Sources:** Three types of data are collected quarterly (N=686 to 768)

Surveys – Designed for all three environments

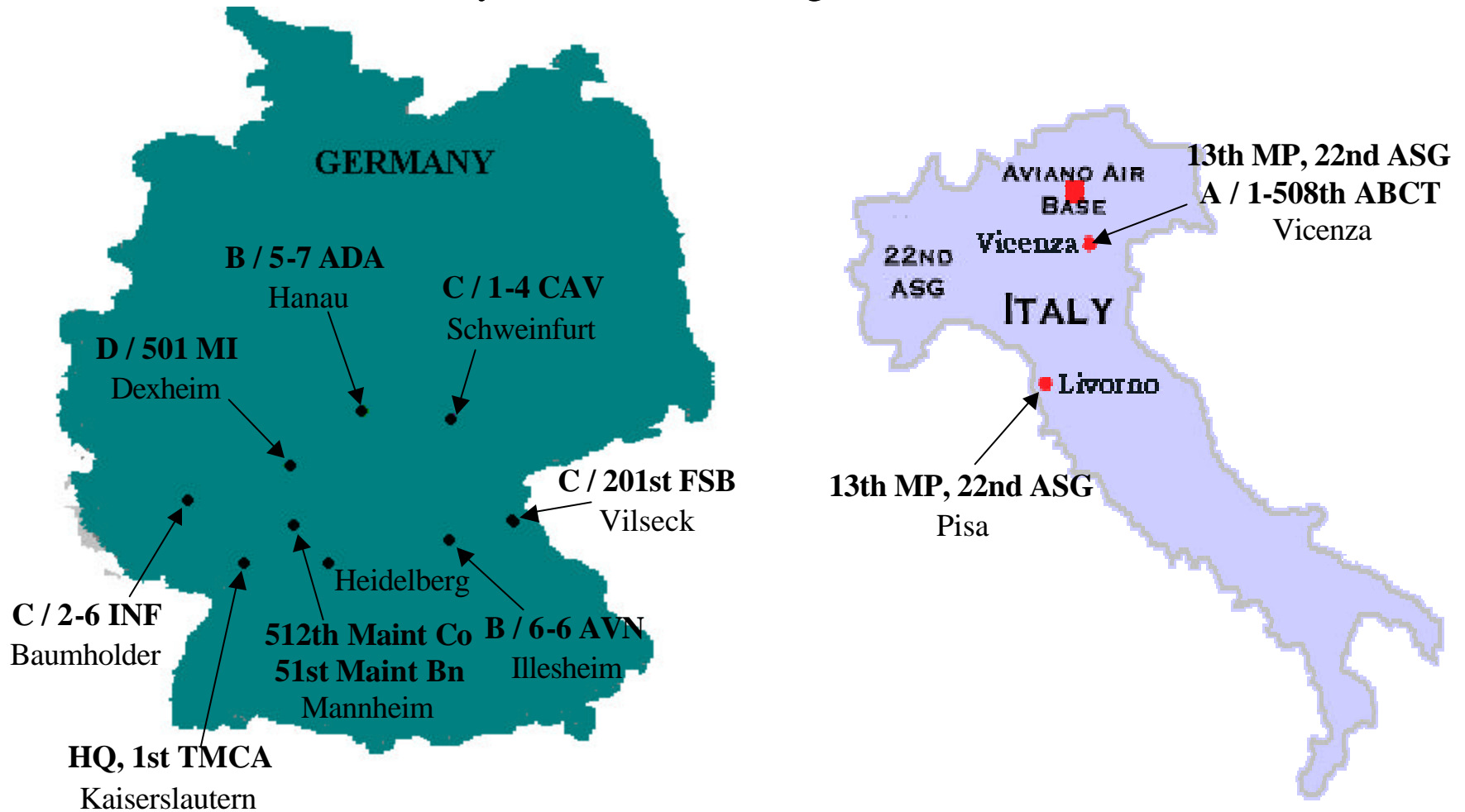
Interviews – Focus groups, leaders, and career intentions

Unit Outcome Measures – Data already collected by units



## Unit Locations

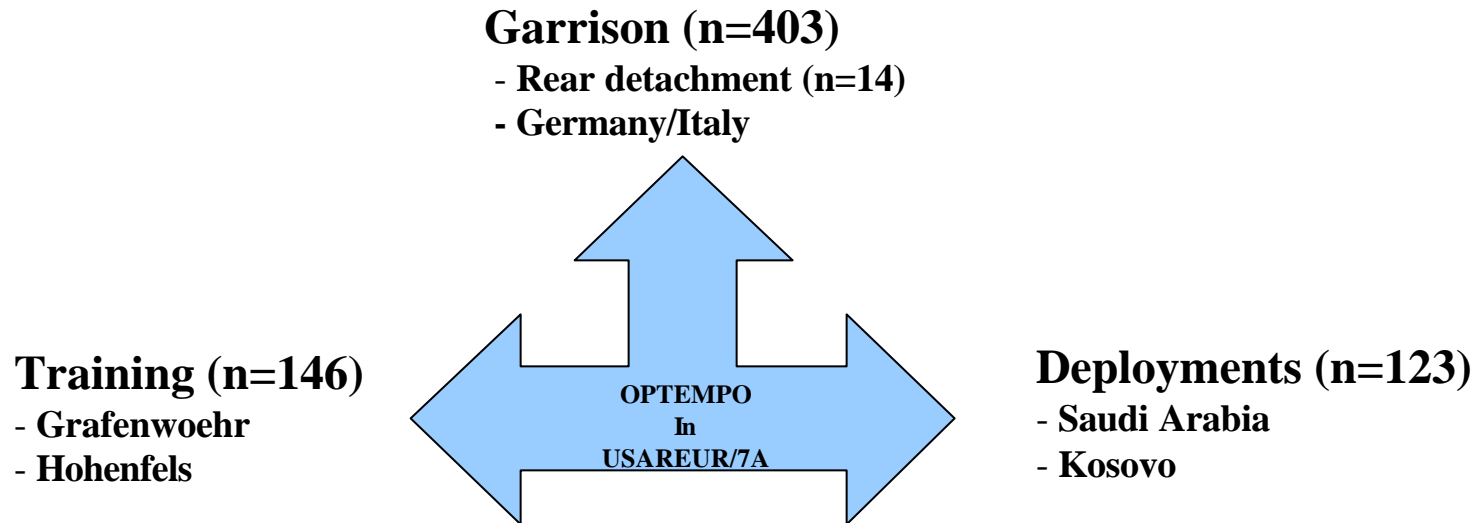
- The 10 units in this study are located throughout USAREUR.





# The OPTEMPO Environment

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- Survey and unit outcome measure data were collected from 686 soldiers in 10 companies.
- A total of 209 enlisted soldiers and leaders were interviewed.
  - 40 Leader Interviews
  - 31 Career Decision Interviews
  - 23 Focus Groups involving 138 soldiers



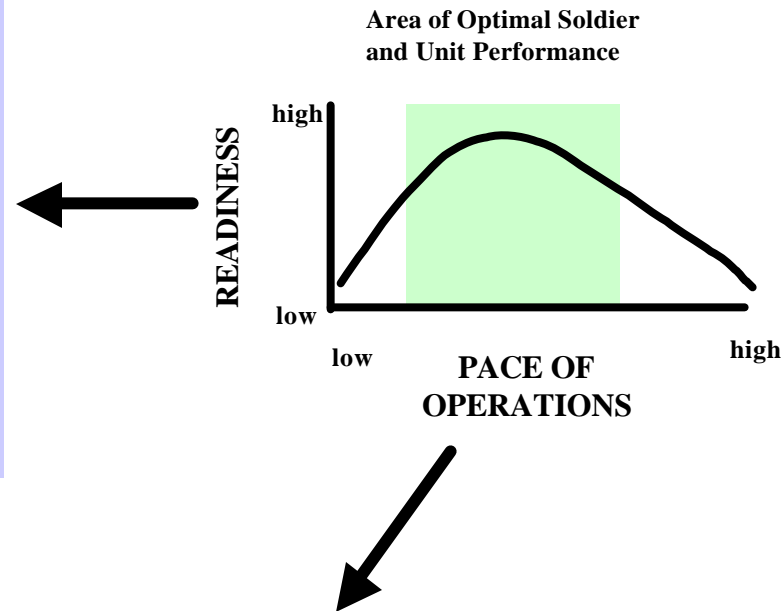
# Operationalizing the OPTEMPO Model

## Soldier Readiness:

“The state of being prepared mentally, physically and spiritually for some experience or action.”

### Examples include:

- **Military Readiness**
- **Physical and Mental Health**
- **Family Readiness**



## OPTEMPO:

“The rate of military actions or missions.”

### Examples include:

- **Daily Work Load**
- **Deployment**
- **Training**





# Categories of Measures

## MILITARY READINESS

- Combat Readiness
- Operational Readiness
- Unit Cohesion
- Leadership (Vertical Cohesion)
- General Leadership Quality
- Morale
- Soldier Pride
- Mission Readiness
- Awards
- ✓ Promotions
- ✓ Driving Offenses
- ✓ Safety Performance
- ✓ Gunnery Scores
- ✓ Range Scores
- ✓ UCMJ
- ✓ AWOLS

## TEMPO MEASURES

- ◆ Deployments
- ◆ Work Hours
- ◆ Training Days
- ◆ Days on Leave/Pass
- ◆ Days on TDY

## MEDICAL READINESS

### Wellness Behaviors

- Cigarettes
- Alcohol
- Caffeine
- Sleep
- Physical Exercise
- ✓ Urinalysis
- ✓ Accidents

### Well-Being

- Well-Being
- Depression
- Physical Symptoms
- ✓ APFT Scores
- ✓ Profiles
- ✓ Sick Call Rates
- ✓ Suicides

## JOB ATTITUDES

- |                    |                     |
|--------------------|---------------------|
| - Job Satisfaction | - Involvement/      |
| - Recognition      | Engagement          |
| - Challenge        | - Job Control       |
| - Time Commitment  | - Work Overload     |
| - Work Intensity   | - Task Significance |
| - Goal Acceptance  |                     |

## SOLDIER & FAMILY ISSUES

### Career Issues

- Career Decision
- Promotional Opportunity
- Re-enlist Bonus
- ✓ Retention Statistics
- ✓ Indebtedness

### Family Issues

- Work/Family Conflict
- Family/Work Conflict
- ✓ Family Abuse

NOTE: ✓ indicates unit objective measure.



# Stressor-Strain Model Applied to OPTEMPO

## Stressors



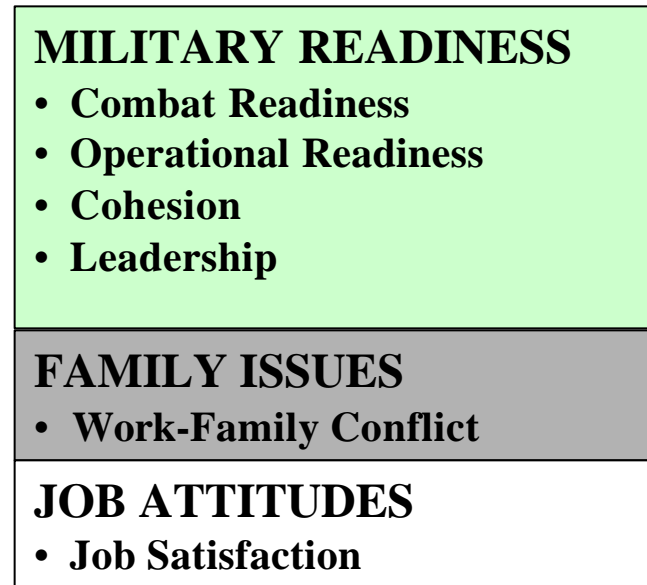
### Definitions

**Stressor** – a stimulus or factor that causes a change in bodily or mental condition.

**Strain** –physical or mental tension that results from exposure to a stressor.

**Moderator** – anything that lessens the intensity or severity of the impact of a stressor.

## Strains



## Moderators

### LEADER BEHAVIORS

- Meaningful Tasks
- Information Flow

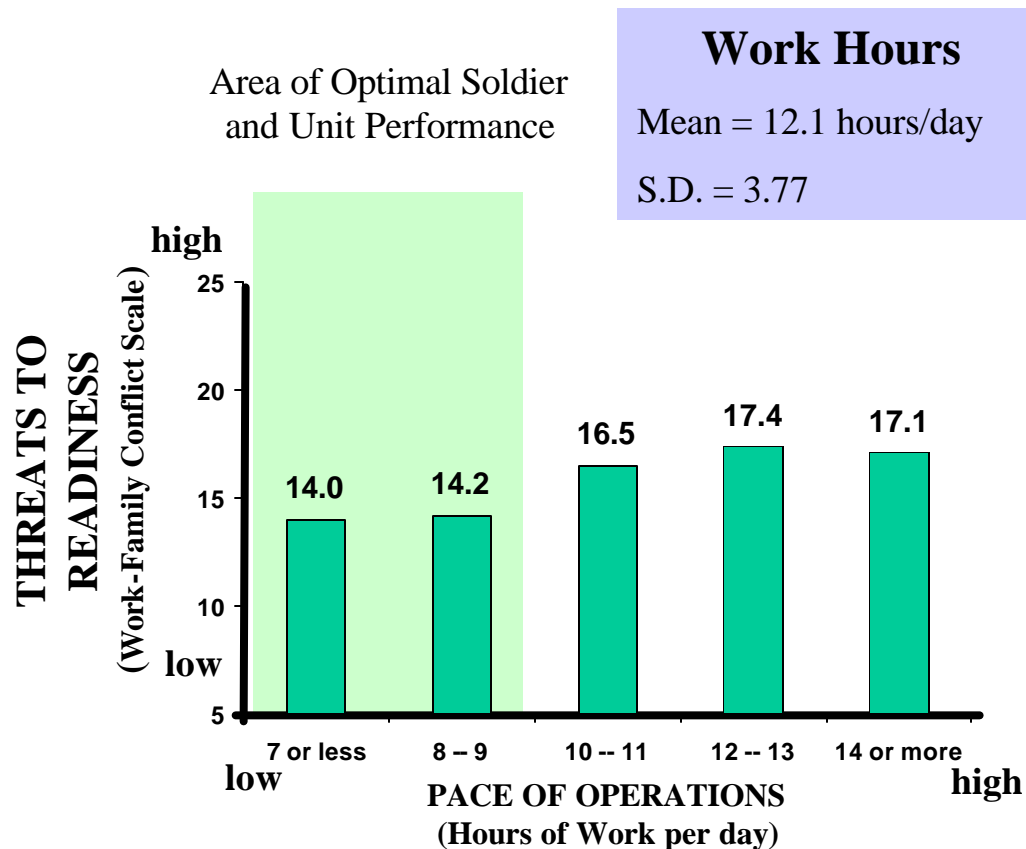
### Types of Moderators

- Soldier Behaviors
- Leader Behaviors
- Organizational Policies



## Workload and Family Strain

- Regression results indicated that number of hours worked per day was predictive of work-family conflict scores (Beta = .19,  $t=4.72$ ,  $p<.001$ ).



### Family Strain

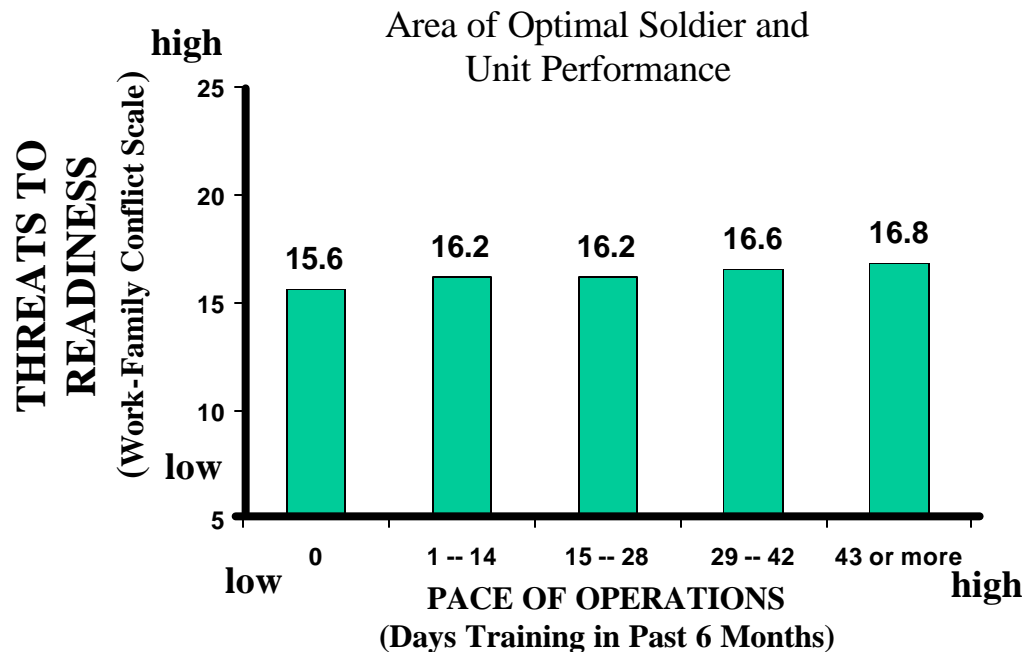
- “The demands of my work interfere with my home and family life.”
- “The amount of time my job takes up makes it difficult to fulfill family responsibilities.”
- “Things I want to do at home do not get done because of the demands my job puts on me.”
- “My job produces strain that makes it difficult to fulfill family duties.”
- “Due to work-related duties, I have to make changes to my plans for family activities.”

- Cronbach  $\alpha = 0.94$ .



## Training and Family Strain

- Regression results indicated that training days was not predictive of work-family conflict scores (Beta = .064,  $t=1.61$ , n.s.).



### Training Days

Mean = 30.8 days/6 months

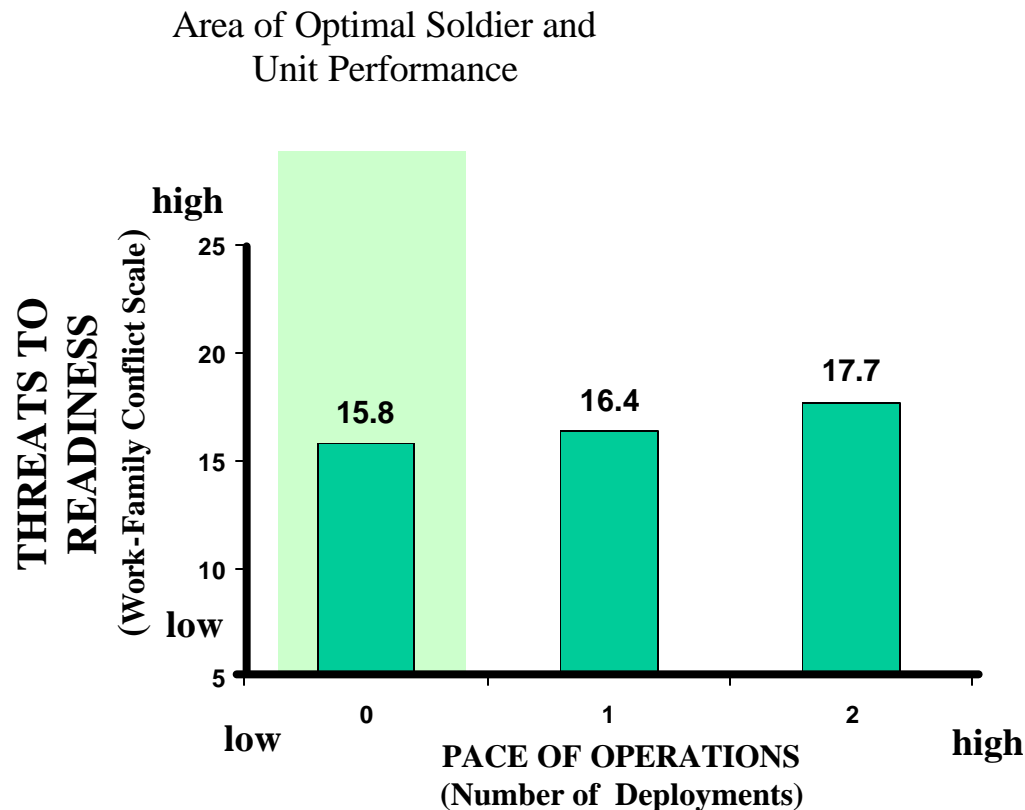
S.D. = 31.9

During the training exercise “soldiers feel like their work is contributing to the unit’s mission.” *Leader, training exercises*



## Deployments and Family Strain

- Regression results indicated that number of deployments was predictive of work-family conflict scores ( $\text{Beta} = .11, t=2.41, p<.05$ ).



### Times Deployed

Mean = 1.1

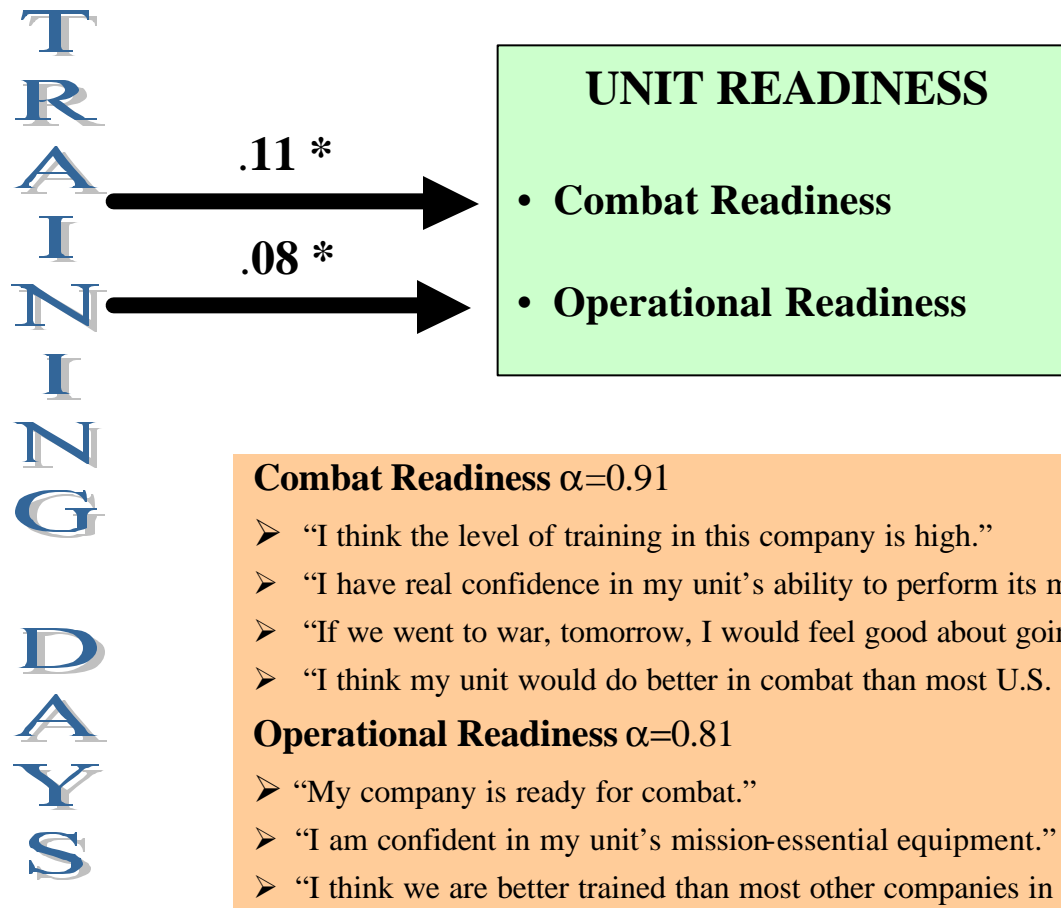
S.D. = 2.2

**“People just see this as a never ending giving trip. You are always being asked to give a little more, give a little more, and you are never given anything back.”**  
***Leader, deployed***



## Training and Unit Readiness (1 of 2)

- The number of days training was only related to soldiers' ratings of their unit's combat and operational readiness.



\* $p < .05$



## Training and Unit Readiness (2 of 2)

- The number of days training was not related to soldiers' ratings of job satisfaction, cohesion or leadership.

**Vertical Cohesion** Two vertical cohesion scales for the officer and NCO had a  $\alpha=0.90$  and  $\alpha=0.92$ , respectively.

- "The officers/NCOs in my unit establish clear work objectives."
- "The officers/NCOs in my unit are interested in my personal welfare."
- "The officers/NCOs in my unit delegate work effectively."
- "The officers/NCOs in my unit let soldiers know when they have done a good job."
- "The officers/NCOs in my unit avoid micromanaging soldiers' work."
- "The officers/NCOs in my unit are interested in what I think and how I feel about things."

**Horizontal Cohesion**  $\alpha=0.91$

- "The members of my unit are cooperative with each other."
- "The members of my unit know that they can depend on each other."
- "The members of my unit stand up for each other."

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### UNIT READINESS

- Vertical Cohesion (Officer)
- Vertical Cohesion (NCO)
- Horizontal Cohesion
- Leadership

### JOB ATTITUDES

- Job Satisfaction

**Leadership Quality**  $\alpha=0.90$

- "The leaders in this company would lead well in combat."
- "I am impressed by the quality of leadership in this company."
- "My chain-of-command works well."

**Job Satisfaction**  $\alpha=0.91$

- "I am very satisfied with my job in the Army."
- "I like my job in the Army."
- "I am satisfied with the kind of work I do on my job."

\* $p < .05$



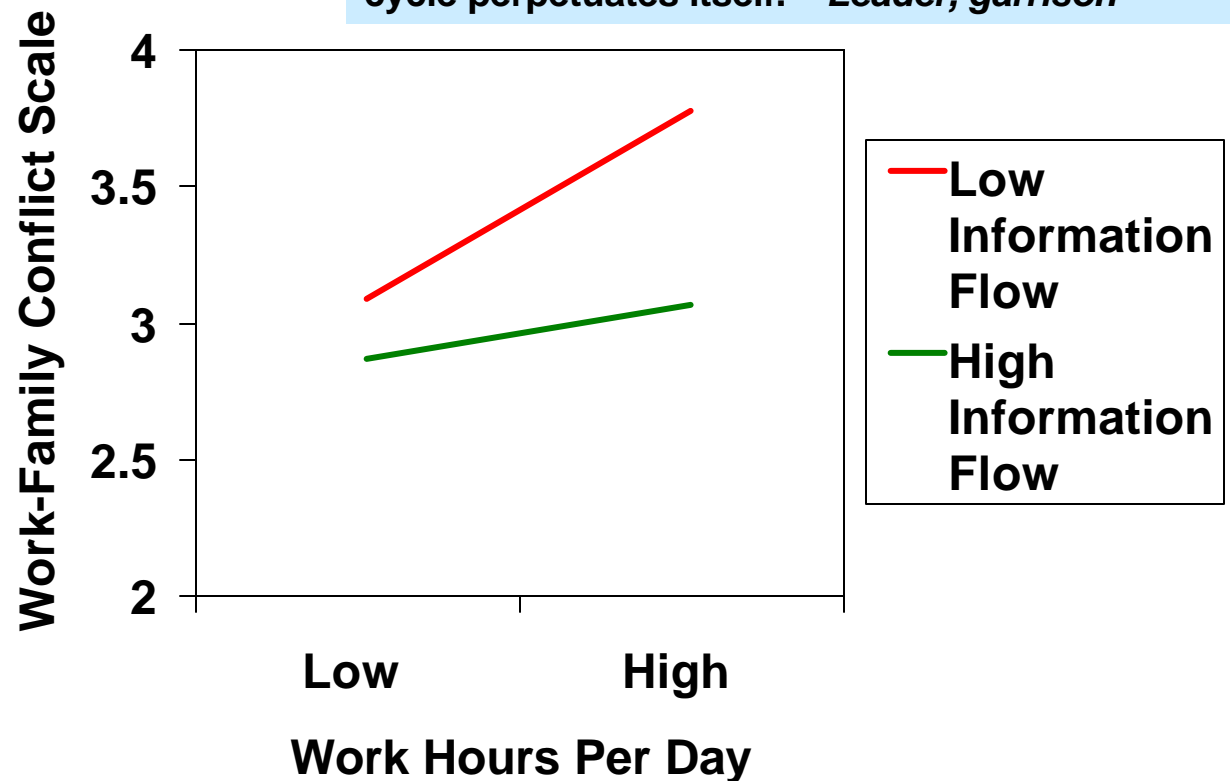
## Information Flow as Moderator

- Regression results indicated that the impact of work hours on work-family conflict was moderated by information flow [ $R^2 = .11$ ;  $F(3, 225) = 10.36$ ,  $p < .0001$ .\*]

“Everything seems like it is a last minute suspense. They [the suspenses] are so stacked up that they [leaders and soldiers] can't adequately prepare for most things. When they are putting out fires like this, planning suffers for the next event and the cycle perpetuates itself.” *Leader, garrison*

### Information Flow

- “I receive up-to-date information concerning the unit's mission.”
- “I receive up-to-date information on unit decisions that concerns soldiers.”
- “I am notified of potential missions.”
- “I can tell leaders when tasks are too demanding.”
- “I can tell leaders when the unit has been given too many tasks.”



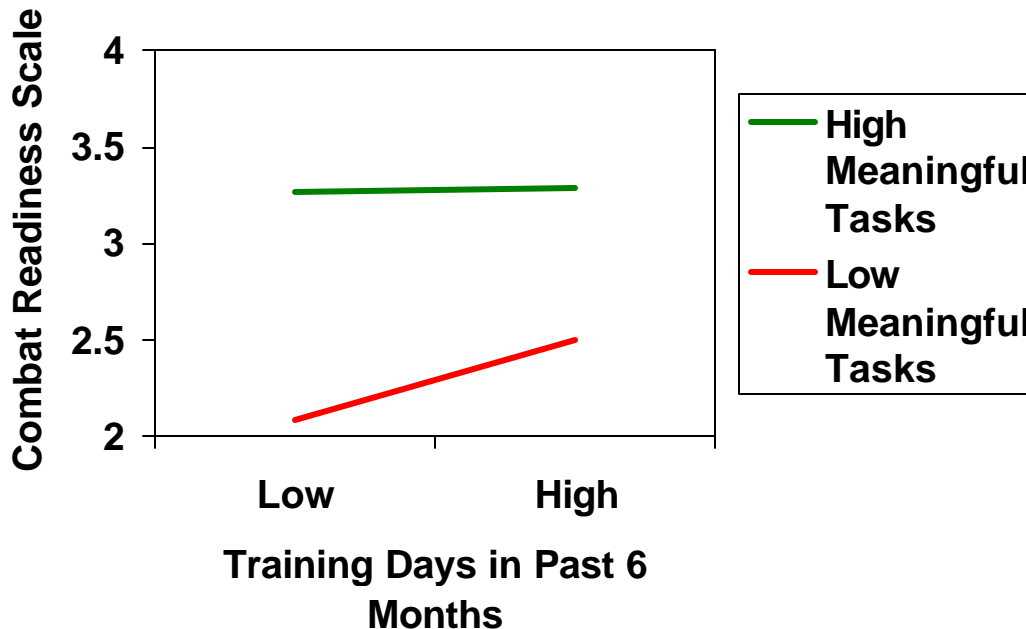
\*Interaction terms significant at  $p < .10$





## Meaningful Tasks as Moderator

- Regression results indicated that the impact of the number of training days on combat readiness was moderated by meaningful tasks [ $R^2 = .28$ ;  $F(3, 389) = 50.95$ ,  $p < .0001$  .\*]



### Meaningful Tasks

- “I am satisfied with how much I work in my primary/secondary MOS.”
- “I complete meaningful tasks.”
- “I receive relevant training.”
- “I get unit support for keeping current in my MOS skills.”
- “I participate in training exercises that prepare the unit for its mission.”

**“Here I get to focus on my primary duty and my morale is pretty high when I get to do that....when I get home I would say my morale is lower back in garrison, because I am saturated with all the other crap I have to do.” *Enlisted soldier, training environment***

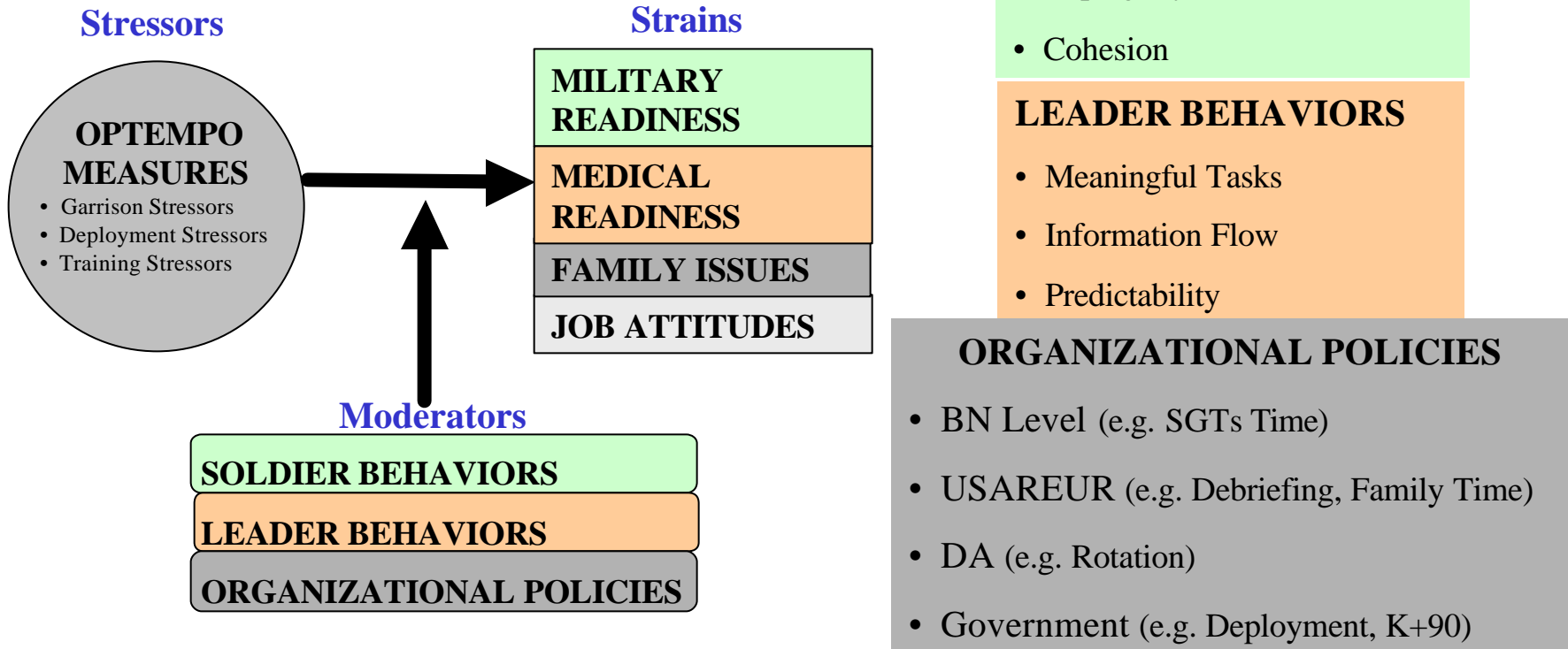
\*Interaction terms significant at  $p < .10$



# Moderating the Impact of Military Stressors

- Soldier behaviors, leader behaviors and organizational policies matter.
- We will continue to identify those moderators that affect the impact of OPTEMPO stressors.

## Examples of Moderators





## Conclusions

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- Leaders at the local level do engage in behaviors that attenuate the effects of high OPTEMPO.
- Meaningful tasks and good information flow result in less strain on families and units under conditions of high OPTEMPO.
- Not all OPTEMPO stressors have the same impact on soldiers and families. These effects can be both positive and negative.
- OPTEMPO may lead to increased soldier readiness but this comes at a cost in terms of family readiness. However, there are things that leaders can do.
- The OPTEMPO Readiness model provides useful definitions for identifying key relationships.
- The OPTEMPO Readiness model is being expanded to include moderating variables at the soldier, leader and organizational level.



## Point of Contact

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# Soldier OPTEMPO Survey

U.S. Army Medical Research Unit-Europe, Walter Reed Army Institute of Research  
U.S. Army Medical Research and Materiel Command



## Privacy Act/Informed Consent Information

ver: 29 Nov 1999

OPTEMPO Survey

1) **Authority:** 10 U.S.C. Sections 136 and 5 U.S.C. 552a; Executive Order 9397

2) **Purpose:** USAMRU-E/WRAIR is conducting a study of soldiers' responses to OPTEMPO and PERSTEMPO.

3) **Uses:** I understand the purpose of this survey is to develop information to benefit soldiers and units, and that I may not directly benefit from this survey.

4) **Disclosure:** Disclosure of your Social Security Number is voluntary. I consent to the use of my answers by staff of the U.S. Army Medical Research-Europe, Walter Reed Army Institute of Research (USAMRU-E/WRAIR), to compile statistics of group data.

I understand my name or any other data from which I could be recognized will not be available to anyone beyond the professional staff conducting the study.

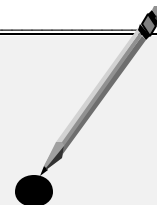
I understand I have the right to withdraw my consent to participate in the study at any time.

I understand USAMRU-E/WRAIR may access other military records identified by, or filed under, my social security number in conjunction with this survey.

### Instructions:

- Use a #2 pencil
- Mark your answer by filling in the bubble completely like this:

**RESULTS ARE CONFIDENTIAL!**



SOCIAL SECURITY NUMBER :				YOUR AGE:		TODAY'S DATE:		
						MONTH	DAY	YEAR
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1	1	1	1	1	1	FEB	1	2001
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GENDER:	CURRENT MARITAL STATUS:	Indicate Highest Level of Education obtained:	Number of children living at home:	ETHNICITY:
Female <input type="radio"/>	Single (Never Married) <input type="radio"/>	Some High School <input type="radio"/>	0 <input type="radio"/>	African-Am/Black <input type="radio"/>
Male <input type="radio"/>	Married <input type="radio"/>	High School <input type="radio"/>	1 <input type="radio"/>	Asian <input type="radio"/>
	Separated <input type="radio"/>	Diploma/ GED <input type="radio"/>	2 <input type="radio"/>	Hispanic <input type="radio"/>
	Divorced <input type="radio"/>	Some College <input type="radio"/>	3 <input type="radio"/>	White <input type="radio"/>
	Widowed <input type="radio"/>	Bachelor's Degree <input type="radio"/>	4 <input type="radio"/>	Other <input type="radio"/>
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YOUR UNIT:	COMPONENT:	RANK:	WHAT IS YOUR MOS? (Answer in 3 digits only. Example: a "67B" would bubble in "6," "7," and "B.")
Squad: _____	<input type="radio"/> Army	E <input type="radio"/> 1 <input type="radio"/>	0 <input type="radio"/> 0 <input type="radio"/> A <input type="radio"/> K <input type="radio"/> U <input type="radio"/>
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<p>Do you have a <b>family member</b> enrolled in the Exceptional Family Member Program (EFMP)?</p> <p>Yes <input type="radio"/> No <input type="radio"/></p>	<p>How many <b>years</b> have you been in the military?</p> <p><i>Example: If you've been in 9 years, you should write in and bubble in "0" and then "9".</i></p> <table border="1"> <tr> <td>0</td> <td>9</td> </tr> </table>	0	9	<p>How many <b>hours</b> of work have you averaged <b>per day</b> in the past week?</p> <table border="1"> <tr> <td></td> <td></td> </tr> </table>			<p>Think about your "days off" during the past week. On average, how many <b>hours</b> did you perform duty-related work during a "day off"?</p> <table border="1"> <tr> <td></td> <td></td> </tr> </table>																																																																																							
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<p>How many <b>days</b> have you been on a <b>training exercise</b> in the past 6 months?</p> <p><i>Example: If it is 19, you should write and bubble in "0" and then "1," and "9".</i></p> <table border="1"> <tr> <td>0</td> <td>1</td> <td>9</td> </tr> </table>	0	1	9	<p>In the past week, how many <b>days</b> have you performed military related work?</p> <table border="1"> <tr> <td></td> </tr> </table>		<p>How many days of leave and/or passes have you <b>taken</b> in the past 12 months?</p> <table border="1"> <tr> <td></td> <td></td> <td></td> </tr> </table>				<p>How many days of leave and/or passes have you <b>lost</b> in the past 12 months?</p> <table border="1"> <tr> <td></td> <td></td> </tr> </table>																																																																																				
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<p>How many <b>days</b> have you been <b>TDY</b> in the past 6 months?</p> <table border="1"> <tr> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>2</td> <td>2</td> <td>2</td> </tr> <tr> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>4</td> <td>4</td> <td>4</td> </tr> <tr> <td>5</td> <td>5</td> <td>5</td> </tr> <tr> <td>6</td> <td>6</td> <td>6</td> </tr> <tr> <td>7</td> <td>7</td> <td>7</td> </tr> <tr> <td>8</td> <td>8</td> <td>8</td> </tr> <tr> <td>9</td> <td>9</td> <td>9</td> </tr> </table>	0	0	0	1	1	1	2	2	2	3	3	3	4	4	4	5	5	5	6	6	6	7	7	7	8	8	8	9	9	9	<p>How many <b>hours of sleep</b> have you averaged <b>per night</b> in the past week?</p> <table border="1"> <tr> <td>0</td> <td>0</td> </tr> <tr> <td>1</td> <td>1</td> </tr> <tr> <td>2</td> <td>2</td> </tr> <tr> <td></td> <td>3</td> </tr> <tr> <td></td> <td>4</td> </tr> <tr> <td></td> <td>5</td> </tr> <tr> <td></td> <td>6</td> </tr> <tr> <td></td> <td>7</td> </tr> <tr> <td></td> <td>8</td> </tr> <tr> <td></td> <td>9</td> </tr> </table>	0	0	1	1	2	2		3		4		5		6		7		8		9	<p>Have you ever served in <b>combat</b>? (e.g., Vietnam, Persian Gulf, Grenada, Panama, Somalia)</p> <p>Yes <input type="radio"/> No <input type="radio"/></p> <p>Have you ever served on a <b>peacekeeping or humanitarian</b> mission?</p> <p>Yes <input type="radio"/> No <input type="radio"/></p>	<p>How many <b>months</b> in total, have you served in the <b>Balkan Region</b> (e.g. Kosovo, Albania, Bosnia, Croatia, Macedonia, Hungary)?</p> <table border="1"> <tr> <td>0</td> <td>0</td> </tr> <tr> <td>1</td> <td>1</td> </tr> <tr> <td>2</td> <td>2</td> </tr> <tr> <td>3</td> <td>3</td> </tr> <tr> <td>4</td> <td>4</td> </tr> <tr> <td>5</td> <td>5</td> </tr> <tr> <td>6</td> <td>6</td> </tr> <tr> <td>7</td> <td>7</td> </tr> <tr> <td>8</td> <td>8</td> </tr> <tr> <td>9</td> <td>9</td> </tr> </table>	0	0	1	1	2	2	3	3	4	4	5	5	6	6	7	7	8	8	9	9	<p>In total, how many <b>deployments</b> have you completed that lasted more than 30 days? (not including training exercises or unaccompanied tours)</p> <table border="1"> <tr> <td>0</td> <td>0</td> </tr> <tr> <td>1</td> <td>1</td> </tr> <tr> <td>2</td> <td>2</td> </tr> <tr> <td>3</td> <td>3</td> </tr> <tr> <td></td> <td>4</td> </tr> <tr> <td></td> <td>5</td> </tr> <tr> <td></td> <td>6</td> </tr> <tr> <td></td> <td>7</td> </tr> <tr> <td></td> <td>8</td> </tr> <tr> <td></td> <td>9</td> </tr> </table>	0	0	1	1	2	2	3	3		4		5		6		7		8		9
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Please use the following scale to tell us how much you **agree** or **disagree** with the statements below:

1. I am proud to be in the U.S. Army
2. I am an important part of my company
3. What I do in the Army is worthwhile
4. My company is ready for combat
5. I am confident in my unit's mission-essential equipment
6. I think we are better trained than most other companies in the Army
7. I think the level of training in this company is high
8. I have real confidence in my unit's ability to perform its mission
9. If we went to war tomorrow, I would feel good about going with my unit
10. I think my unit would do a better job in combat than most U.S. Army units
11. The members of my unit are cooperative with each other
12. The members of my unit know that they can depend on each other
13. The members of my unit stand up for each other
14. The officers in my unit establish clear work objectives
15. The officers in my unit are interested in my personal welfare
16. The officers in my unit delegate work effectively
17. The officers in my unit let soldiers know when they have done a good job
18. The officers in my unit avoid micromanaging soldiers' work
19. The officers in my unit are interested in what I think and how I feel about things
20. The NCOs in my unit establish clear work objectives
21. The NCOs in my unit are interested in my personal welfare
22. The NCOs in my unit delegate work effectively
23. The NCOs in my unit let soldiers know when they have done a good job
24. The NCOs in my unit avoid micromanaging soldiers' work
25. The NCOs in my unit are interested in what I think and how I feel about things
26. The leaders in this company would lead well in combat
27. I am impressed by the quality of leadership in this company
28. My chain-of-command works well

In your opinion, what is the ideal length of time in **months** that a deployment should last?

0 1 2 3 4 5 6 7 8 9 10 11  
 $12^+$  ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○

In your opinion, what is the ideal **number** of deployments that a soldier should go on over a 3 year period?

[illegible]

Which best describes your current active-duty Army **career** intentions? Select one option.

1. <b>Definitely</b> stay in until retirement (or longer)	<input type="radio"/>
2. <b>Probably</b> stay in until retirement	<input type="radio"/>
3. <b>Definitely</b> stay in beyond my present obligation, but not necessarily until retirement	<input type="radio"/>
4. <b>Undecided</b> about whether to stay after completion of my current obligation	<input type="radio"/>
5. <b>Probably</b> leave upon completion of my current obligation	<input type="radio"/>
6. <b>Definitely</b> leave upon completion of my current obligation	<input type="radio"/>

When you **leave** active duty, do you plan on serving in the Reserves or National Guard?

Yes Undecided No Not Applicable

☐ ☐ ☐ ☐

1. Your personal morale
2. Morale in your unit
3. Cohesion in your unit
4. Quality of life in your unit
5. Mission readiness of your unit
6. Level of training in your unit
7. Standards of discipline in your unit
8. Your level of burnout
9. Your level of motivation
10. Your level of energy
11. Your level of drive

The diagram shows a horizontal scale with five categories: **Very Low**, **Low**, **Medium**, **High**, and **Very High**. Each category is represented by a vertical column of 10 circles, intended for marking responses.

1. Felt you couldn't get going
2. Felt sad
3. Had trouble getting to sleep or staying asleep
4. Felt everything was an effort
5. Felt lonely
6. Felt you couldn't shake the blues
7. Trouble keeping your mind on what you were doing

1. been able to concentrate on whatever you're doing?
2. lost much sleep over worry?
3. felt that you are playing a useful part in things?
4. felt capable of making decisions about things?
5. felt constantly under strain?
6. felt that you couldn't overcome your difficulties?
7. been able to enjoy your normal day-to-day activities?
8. been able to face up to your problems?
9. been feeling unhappy and depressed?
10. been losing confidence in yourself?
11. been thinking of yourself as a worthless person?
12. been feeling reasonably happy, all things considered?

[illegible]





1. I rarely feel my work is taken for granted.
2. My superiors generally appreciate the way I do my job.
3. The organization recognizes the significance of the contributions I make.
4. My job is very challenging.
5. It takes all my resources to achieve my work objectives.
6. Other people know me by the long hours I keep.
7. The soldiers in my unit think that what's expected of us is clear.
8. The soldiers in my unit think that what's expected of us is reasonable.
9. I work at my full capacity in all of my job duties.
10. I strive as hard as I can to be successful in my work.
11. When I work, I really exert myself to the fullest.
12. I feel responsible for my job performance.
13. I am committed to my job.
14. How well I do in my job matters a great deal to me.
15. How I do in my job influences how I feel.
16. I have personal control over my job performance.
17. Once I am given instructions, I am pretty much left alone to do my job.
18. I am allowed to do my job without constant supervision from others.
19. I am very satisfied with my job in the Army.
20. I like my job in the Army.
21. I am satisfied with the kind of work I do on my job.
22. I have so much work to do that I cannot do everything well.
23. I never seem to have enough time to get everything done.
24. My job leaves me with little time to get things done.
25. I feel that what I am doing is important for accomplishing my unit's mission.
26. I am making a real contribution to accomplishing my unit's mission.
27. What I do helps accomplish my unit's mission.

[illegible]

1. The demands of my work interfere with my home and family life.
2. The amount of time my job takes up makes it difficult to fulfill family responsibilities.
3. Things I want to do at home do not get done because of the demands my job on me.
4. My job produces strain that makes it difficult to fulfill family duties.
5. Due to work-related duties, I have to make changes to my plans for family activities.
6. The demands of my family or spouse/partner interfere with work-related activities.
7. I have to put off doing things at work because of demands on my time at home.
8. Things I want to do at work do not get done because of the demands of my family or spouse/partner.
9. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.
10. Family-related strain interferes with my ability to perform job-related duties.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
o	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
puts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
me.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ork	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Do you have any comments?      Yes ☐      No ☐

If yes, please write them in the space provided below.

Do you have any comments?      Yes ☐      No ☐

If yes, please write them in the space provided below.

[illegible]

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# Soldier OPTEMPO Survey

## Module G

U.S. Army Medical Research Unit-Europe, Walter Reed Army Institute of Research  
U.S. Army Medical Research and Materiel Command



### Privacy Act/Informed Consent Information

ver: 5 July 2000

1) **Authority:** 10 U.S.C. Sections 136 and 5 U.S.C. 552a; Executive Order 9397

OPTEMPO Survey G2

2) **Disclosure:** I consent to the use of my answers by staff of the U.S. Army Medical Research-Europe, Walter Reed Army Institute of Research (USAMRU-E/WRAIR), to compile statistics of group data.

I understand my name or any other data from which I could be recognized will not be available to anyone beyond the professional staff conducting the study.

I understand I have the right to withdraw my consent to participate in the study at any time.

3) **Purpose:** USAMRU-E/WRAIR is conducting a study of soldiers' responses to OPTEMPO and PERSTEMPO.

4) **Uses:** I understand the purpose of this survey is to develop information to benefit soldiers and units, and that I may not directly benefit from this survey.

\_\_\_\_\_  
Social Security Number

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature

### Instructions :

**RESULTS ARE CONFIDENTIAL!**

- Use a #2 pencil
- Mark your answer by filling in the bubble completely like this:

### SOCIAL SECURITY NUMBER:

0	0	0	0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2	2	2
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8	8	8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9	9	9

### TODAY'S DATE:

MONTH	DAY	YEAR
JAN	0	0
FEB	1	1
MAR	2	2
APR	3	3
MAY	4	4
JUN	5	5
JUL	6	6
AUG	7	7
SEP	8	8
OCT	9	9
NOV		
DEC		

Throughout your **military career**, how many **months** have you spent on a deployment (not including training exercises)?

\_\_\_\_\_

0	0	0
1	1	1
2	2	2
3	3	3
4	4	4
5	5	5
6	6	6
7	7	7
8	8	8
9	9	9

How many **months** have you been in your current unit?

\_\_\_\_\_

0	0
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

How often do you work in your primary or secondary **MOS**?

Never  
Seldom  
Sometimes  
Often  
Always

0  
1  
2  
3  
4

**Please rate how much you agree or disagree with the following:**

1. Garrison duties have made my work more interesting.
2. Garrison duties have put a big strain on my family.
3. Garrison duties have hurt the stability of my marriage.
4. There are too many "hey you" duties in garrison.
5. The unit conducts Sergeant's Time training every week.
6. I receive relevant training during Sergeant's Time.

Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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**Thinking about garrison life, rate how often the following occur:**

1. I am satisfied with how much I work in my primary/secondary MOS.
2. I complete meaningful tasks.
3. I receive relevant training.
4. I get unit support for keeping current in my MOS skills.
5. I participate in training exercises that prepares the unit for its mission.
6. I receive up-to-date information concerning the unit's mission.
7. I receive up-to-date information on unit decisions that concern soldiers.
8. I am notified of potential missions.
9. I can tell leaders when tasks are too demanding.
10. I can tell leaders when the unit has been given too many tasks.
11. I know what duty I will be doing day to day.
12. I have a predictable daily work schedule.
13. I have a predictable mission schedule.
14. I can count on being able to take my requested leave time.
15. I am able to plan a schedule out for at least six months.

Never	Seldom	Sometimes	Often	Always
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**People deal with stress in different ways. How often do you use the following when you feel stressed?**

1. Change what is causing the stress
2. Feel challenged
3. Look for information about possible choices
4. Feel responsible for the outcome
5. Decide what needs to be done
6. Become apathetic or just don't care
7. Drink more alcohol
8. Withdraw physically from the situation
9. Eat more
10. Just try to ignore it
11. Daydream
12. Complain to others
13. Avoid thinking about the problem
14. Turn to my religious beliefs
15. Turn to prayer or spiritual thoughts
16. Seek religious guidance
17. Do physical exercise
18. Smoke cigarettes

Never	Seldom	Sometimes	Often	Always
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<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Please answer the following questions using the scale provided:**

1. How often do people in your unit get into arguments with each other at work?
2. How often do people in your unit yell at each other at work?
3. How often are people in your unit rude to each other at work?
4. How often do people in your unit do bad things to each other at work?

Never	Seldom	Sometimes	Often	Always
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**How often do you find it difficult or impossible to do your job because of:**

1. Poor equipment or supplies
2. Organizational rules and procedures
3. Other employees
4. Your supervisor
5. Lack of equipment or supplies
6. Inadequate training
7. Interruptions by other people
8. Lack of necessary information about what to do or how to do it
9. Conflicting job demands
10. Inadequate help from others
11. Incorrect instructions

Never	Seldom	Sometimes	Often	Always
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
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